



Copier Business Line
FISCAL YEAR 2001 – 2005 PLAN

Executive Summary

This Business Plan describes the history, organization, planning, objectives, and operations of the Photocopy Business Line in the Department of Energy's (DOE) Working Capital Fund (WCF), and is organized according to Balanced Scorecard (BSC) planning concepts. This plan uses the trends and lessons learned from the WCF's first five years of operation to meet DOE and Office of Management and Administration (MA) strategic goals, and describes performance measures that will result in a more efficient and more customer-oriented Business Line.

The Photocopy Business Line provides duplicating services and dedicated copiers to DOE Headquarters. The Photocopy Business Line has enjoyed great success in customer service, fiscal savings, and employee satisfaction since joining the WCF in 1997. In the upcoming fiscal year (FY), we plan to improve customer service and increase fiscal savings through the introduction of new technology. In addition, we will initiate internal process improvements and employee training that will allow us to maximize the benefits of the planned technical improvements.

Mission: To provide convenient and cost-effective duplicating services and dedicated copiers to DOE headquarters organizations at the Germantown, Forrestal, and L'Enfant Plaza facilities.

Vision:

Balance Score Card Objectives:

- **Customers:** Provide customers with convenient copy facilities and maintain low total cost to the customer.
- **Financials:** Improve efficiency and ensure full cost recovery.
- **Internal Processes:** Streamline internal processes and apply technology.
- **Learning and Growth:** Enhance the effectiveness, knowledge, and satisfaction of Photocopy Business Line employees.

Accomplishments:

Just-In-Time paper delivery: Late in FY 99, the Photocopy Business Line initiated the Just-In-Time paper delivery system. Paper is delivered once a month to each dedicated and central copier based on its average usage and customer-identified unusual needs. Consolidating deliveries and simplifying procedures saves approximately \$300,000 per year.

Copy cost reduction: The cost savings from the Just-In-Time paper delivery system and other efficiencies enabled us to temporarily reduce the cost to customers of per page copying from 3.2 cents to 2.8 cents.

Web-based meter reads: The new copy-log accounting system allows the key operator for each copier to submit the monthly meter reading through the Print-Media web page, thus saving staff time and reducing the potential for errors. The system also has the ability to retrieve age and maintenance information on copiers so that the need for replacement can be evaluated.

Introduction

The purpose of the Photocopy Business Line is to provide convenient and cost-effective duplicating services and dedicated copiers to DOE headquarters organizations at the Germantown, Forrestal, and L'Enfant Plaza facilities. At each of these locations, the business line operates one staffed copy center and provides service and equipment for central (shared) and dedicated copiers. We provide timely, responsive equipment maintenance and emergency rental of additional copy equipment; we can also provide replacement copiers on short notice.

The major equipment in the business line consists of photocopying machines; major supply items required by the business line are paper, toner, developer, and fuser. All equipment and supplies are purchased from approved Government Services Administration (GSA) vendors. Photocopy Business Line management aggressively reviews business goals and results through communication with customers, vendors, and contractors. An active employee training policy is pursued, in addition to constant self-assessment and benchmarking, in order to keep the organization current on industry changes.

Digital network technology has become available that can make customer printing and copying much easier by allowing customers to submit copy jobs from their desktops. In the near term, we will introduce a desktop tracking system that will give customers information about the status of jobs submitted to the staffed copy centers. Digital network copiers can also function as scanners and fax machines. The major long-term business line goal is to introduce digital network copiers and DigiPath Web Submission to its customers as rapidly as possible by replacing dedicated copiers with digital network equipment. The broad impacts of this initiative on the balanced scorecard perspectives are discussed later.

Planning Process: Our objectives for improving business line performance are in line with those of MA and the WCF and support the Department's strategic objectives in Corporate Management. MA objectives are to provide the DOE with the best value and with quality products and management services. The WCF objectives are to improve the efficiency of DOE administrative services and to provide accurate full-cost budgets. The business line reports its progress towards these balanced scorecard objectives to the WCF Board on a quarterly and annual basis. These objectives and the performance goals and strategies are updated annually. Critical milestones related to these strategies for the next five years are listed in Appendix A.

We implement pricing policies that are based on the guidelines provided in the Working Capital Fund Guide to Services and Procedures 2000 (the Blue Book).

External regulation and partnerships: Although Federal law codified in 41 CFR limits competition by guiding federal employees to utilize our services, we nonetheless strive for excellent customer service. In fact, it is our most important objective and best defines our effectiveness as a business.

We maintain relationships with our colleagues in other government agencies and private sector businesses. We look to them for information on emerging trends in customer service and

technology and for best practices that we can adapt to our situation. Our equipment and supply vendors support us by providing quality products and prompt delivery, installation, and maintenance. They also help to keep us informed of new technologies and practices that may benefit our customers.

Resources and capabilities of the organization: Federal and contractor staffs have extensive experience in providing duplicating services. Our Copy Management Specialist helps customers select appropriate, cost effective equipment by performing a needs assessment that identifies the capacity and features for each copier and, when appropriate, assists customers by negotiating trade-in allowances, arranging delivery and installation (and removal of old equipment), and setting up maintenance contracts. During the life of the equipment, we coordinate with the maintenance vendor to ensure service is satisfactory. We also provide bulk paper delivery.

Needs and capabilities of customers: We work with our customers on two levels – as program organizations and as individuals. At the program organization level, we work with them to identify the volume of copying and special services needed and to provide appropriate equipment. Billing is also conducted at the organizational level. At the individual level, we work with customers to provide the necessary services for each job in a convenient, timely, and efficient way.

Future competitive advantages: If we can determine that this business has a competitive advantage which can be translated outside of the Department, then we will explore creating a franchise fund business and managing duplicating services in other Federal agencies. Congress recently created a pilot franchise fund program allowing Federal agencies to sell to each other. We intend to investigate whether such a move would be appropriate and, if so, to take careful steps in that direction.

Balance Score Card Elements

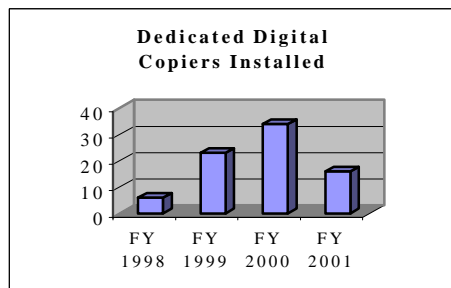
Customer Objective: Provide customers with convenient copy facilities and maintain low total cost to the customer.

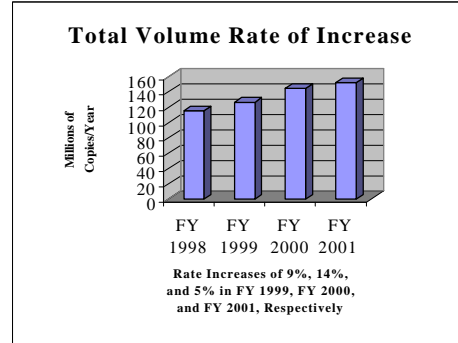
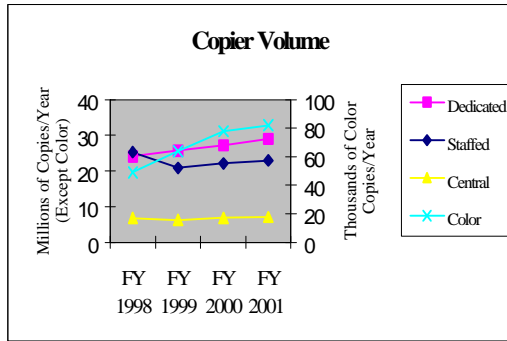
The most important need for individual customers is convenience – they want to be able to make copies quickly with the least difficulty possible. Dedicated copiers are located within the office suites of program organizations and provide the highest level of convenience – immediate self-service for small copying jobs. These are generally lower speed copiers with the features requested by the customer organization and may provide collating, stapling, image reduction/enlargement, etc. For larger jobs when immediate service is needed, central copiers are conveniently located throughout the Forrestal, Germantown, and L'Enfant Plaza facilities. These copiers are generally faster than dedicated machines and have image reduction, stapling, and, in some cases, enlargement capabilities. For even larger jobs, or jobs that require special services such as binding, staffed copy centers offer 24-hour turnaround. The Forrestal, Germantown, and L'Enfant Plaza facilities each maintain one staffed center, offering document scanning and storage on digital media. By providing individual customers with a range of services, we make copying as convenient as possible.

Our organizational customers want copier services that help them accomplish their mission at a reasonable price. Organization managers are making the tradeoff between convenience and cost. By providing the most cost-effective equipment and reducing the staff time required to make copies, we try to improve the customer organization's efficiency.

Performance Goal	Performance Standard
Improve copier convenience and efficiency	Replace 50 analogue copiers with digital network copiers in FY 2001.
Decrease copier down-time	Complete copier down-time analysis and establish baseline for FY 2002.

Baselines:





- Data for FY 2001 1st Quarter only.
- Data is reviewed each month.
- Data for dedicated digital copiers installed is based on procurement data.
- Copier volume is maintained in copier data set.

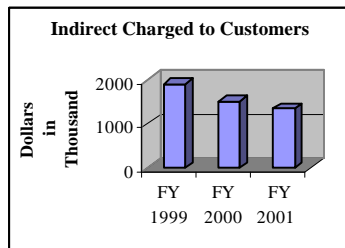
Strategies for Improving Customer Satisfaction	Fiscal Year				
	2001	2002	2003	2004	2005
Conduct customer survey	x	x	x	x	x
Determine contract incentives to improve maintenance/repair performance	x	x			
Assess new technology for impact on customer requirements	x	x	x	x	x

Financial Objective: Improve efficiency and ensure full cost recovery.

The Working Capital Fund has been successful in its goal of improving customer efficiencies that result from the consumption decisions of program offices. In order to continue providing our customers with cost savings we will review our costs, especially fixed business costs. Fixed costs include depreciation and support contractor costs. The cost of paper and other supplies has an indirect component. Transferring these items out of the Supply Business Line has already lowered costs and we expect additional savings in FY 2001. These fixed costs are expressed as indirect charges to customers on a per copy charge.

Performance Goal	Performance Standard
Reduce fixed costs.	Save customers 2% of central copier indirect costs.

Baseline:



- Cost savings data is stored in DISCAS as actual vendor expenses and depreciation expenses compared to historical costs.
- Data is reviewed quarterly in association with the Quarterly Financial Review.

Strategies for Improving Financial Efficiency/Accountability	Fiscal Year				
	2001	2002	2003	2004	2005
Review Pricing Policy	x	x	x	x	x
Evaluate Capital Requirements	x	x	x	x	x

Internal Processes Objective: Streamline internal processes and apply technology

To ensure that the Photocopy Business Line provides outstanding service to its customers at competitive prices, and utilizes staff talent for effective product and service delivery, numerous process controls have been established, with a strong emphasis on management involvement and key management processes. We use interagency meetings and private industry benchmarking to stay current with advancements in the industry. Our culture of continuous improvement will help to translate technical advancements into efficiency and cost improvements that will ultimately be passed on to our customers.

When a significant or recurring problem is identified in weekly meetings, we may opt to conduct a self-assessment. During the self-assessment, we create metrics to measure our performance in a particular area (e.g., percentage of jobs completed on time). When the root cause of a problem has been identified, we work quickly to determine the most efficient way to remedy it. We have developed a system to track our problems until they are fully solved, and review this system quarterly to ensure that we avoid the same problems again in the future. During the six to twelve months after identifying a problem, we sporadically collect and analyze data to ensure it has not returned. Examples of recent efforts include Just-In-Time paper delivery and web-based copier metering.

Performance Goal	Performance Standard
Reduce waste and rework.	Complete process review and produce report by December 2001.

Baseline:

The process review will result in a baseline for future statistical process control.

Strategies for Improving Internal Processes	Fiscal Year				
	2001	2002	2003	2004	2005
Benchmark processes against similar private and Federal businesses .	x	x	x	x	x
Implement web based systems to submit and track copy jobs and automate other processes.	x	x	x	x	x
Use Statistical Process Control to determine whether processes are within control specifications for waste and rework.	x	x	x	x	x

Learning and Growth Objective: Enhance the effectiveness, knowledge, and satisfaction of Photocopy Business Line employees.

The Photocopy Business Line is continuously developing its staff's ability to identify and solve problems affecting the business line, to create the most dynamic, efficient business possible. The greatest opportunity for learning and growth is achieved through weekly meetings between the Business Line Manager and Federal and contracted staff. These staff meetings are brainstorming sessions on eliminating operational barriers to the business line and produce most of the ideas for developing self-assessments. In addition to weekly meetings, informal meetings analyzing the business line occur daily and Federal staff prepares weekly reports highlighting important issues and problems that may affect the business line.

Performance Goal	Performance Standard
Fully train and develop staff	100% of Federal staff members attend at least 5 product demonstrations or technology seminars by December 2001 100% of Federal Staff have IDPs.

Baseline:

Because there are only two federal staff, charts and baselines are not significant.

Strategies for Improving Employee Learning and Growth	Fiscal Year				
	2001	2002	2003	2004	2005
Develop specialized training schedules for each employee	x	x	x	x	x
Implement cross-training plan to insure all critical tasks have multiple staff with necessary expertise	x	x	x	x	x